



**IIBA**

## **Exam Questions CBAP**

Certified business analysis professional (CBAP) application

#### NEW QUESTION 1

- (Topic 1)

What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

- A. Total ownership costing
- B. Lifecycle maintenance fees
- C. Sustainability fees
- D. Total cost of ownership

**Answer: D**

#### NEW QUESTION 2

- (Topic 1)

When do change requests generally increase in a project?

- A. During the project's launch
- B. Towards the beginning of the project
- C. During the project scope management processes
- D. Towards the end of the project

**Answer: D**

#### NEW QUESTION 3

- (Topic 1)

The business analysis approach generally defines all of the following attributes except for which one?

- A. Deliverables
- B. Requirements for solutions acceptance
- C. Analysis technique
- D. Team roles

**Answer: B**

#### NEW QUESTION 4

- (Topic 1)

Which one of the following business analysis planning and monitoring techniques can be used to define and document the business analysis approach?

- A. Process modeling
- B. Structured walkthrough
- C. Decision analysis
- D. Control charts

**Answer: A**

#### NEW QUESTION 5

- (Topic 1)

What does the T in SWOT analysis mean?

- A. Trial
- B. Threats
- C. Test
- D. Time

**Answer: B**

#### NEW QUESTION 6

- (Topic 1)

Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer-facing activities in a different format than the other workers. Is this a problem that can be addressed as part of an improvement opportunity?

- A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work
- B. It is not a problem unless there is a drop in sales so it should be left alone
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes
- D. It is not a problem unless the customer complains
- E. If Jane has not noticed the customers complaining then the process should be left alone

**Answer: A**

#### NEW QUESTION 7

- (Topic 1)

Enterprise analysis creates just five outputs. Which one of the following is an output of the enterprise analysis tasks?

- A. Assumptions and constraints
- B. Stakeholder concerns

- C. Solution performance assessment
- D. Solution approach

**Answer: D**

**NEW QUESTION 8**

- (Topic 1)

What business analysis element tries to identify as many potential options as possible to meet the business objectives and fill identified gaps in capabilities?

- A. Ranking of approaches
- B. Decision analysis
- C. Documentation of assumptions and constraints
- D. Alternative generation

**Answer: D**

**NEW QUESTION 9**

- (Topic 1)

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year. What does the \$300,000 represent? A. Solution cost

- A. Budget
- B. Requirements
- C. Constraint

**Answer: D**

**NEW QUESTION 10**

- (Topic 1)

You are creating a model for your requirements. Which model type categorizes and describes the people who directly interact with a solution?

- A. Rules
- B. User classes, profiles, or roles
- C. Concepts and relationships
- D. Events

**Answer: B**

**NEW QUESTION 10**

- (Topic 1)

What technique used during the manage business analysis performance process can help identify the underlying causes of failures or difficulties in accomplishing business analysis work?

- A. Problem tracking
- B. Pareto charts
- C. Trend analysis
- D. Root cause analysis

**Answer: D**

**NEW QUESTION 12**

- (Topic 1)

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback. Which of the following statements best describes the change-driven approach?

- A. The change-driven approach favors defining requirements through experimentation
- B. The change-driven approach does not define the requirements until after a solution for the problem has been identified
- C. The change-driven approach favors defining requirements standardized template
- D. The change-driven approach favors defining requirements through team interaction

**Answer: D**

**NEW QUESTION 16**

- (Topic 1)

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirements should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?

- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

**Answer: A**

**NEW QUESTION 20**

- (Topic 1)

Sally is the business analyst for her organization. Sally and her business analysis team is currently using a business analysis approach to determine what the competition of her organization is offering prospective clients. She is trying to identify solutions to increase revenue by remaining competitive with the competition. What business analysis approach is Sally and her business analysis team using?

- A. Business rules analysis
- B. Functional decomposition
- C. Focus groups
- D. Benchmarking

**Answer: D**

#### NEW QUESTION 24

- (Topic 1)

You are the business analyst for your organization and have many solutions available to an identified problem. You would like a way to quickly and fairly determine which solution is the best choice for your organization. Which of the following approaches would allow you to determine the top-rated solutions for your organization? Question No : 35 - (Topic 1) IIBA CBAP : Practice Test

- A. Scoring system
- B. Acceptance and evaluation criteria
- C. Vendor assessment
- D. Voting system

**Answer: A**

#### NEW QUESTION 28

- (Topic 1)

Management has asked you, a business analyst for your organization, to create the solution scope for an identified problem. In order to complete this task you'll need three elements. All of the following are elements you'll need in order to write the solution scope except for which one?

- A. Work breakdown structure
- B. Implementation approach
- C. Solution scope definition
- D. Dependencies

**Answer: A**

#### NEW QUESTION 29

- (Topic 1)

You are working with several business analysts to determine the solution approach for an identified problem. All of the following techniques are acceptable for identifying the solution approach except for which one?

- A. Benchmarking
- B. Decision analysis
- C. Risk analysis
- D. Brainstorming

**Answer: C**

#### NEW QUESTION 32

- (Topic 1)

You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project. What type of matrix would be best in this instance?

- A. Roles and responsibility matrix
- B. RACI matrix
- C. Coverage matrix
- D. Requirements trace matrix

**Answer: C**

#### NEW QUESTION 37

- (Topic 1)

Holly's organization uses a plan-driven approach to business analysis. When it comes to communication in Holly's organization what type of communication will likely be required?

- A. Face-to-face
- B. Chain of command
- C. Formal
- D. Ad hoc

**Answer: C**

#### NEW QUESTION 39

- (Topic 1)

You are the business analyst for your organization and are to conduct stakeholder analysis. Which of the following statements best describes the conduct stakeholder analysis task?

- A. This task identifies organizations and lines of business that may be affected by a proposed initiative or who share a common business need
- B. This task identifies stakeholders who may be affected by a proposed initiative or who share a common business need
- C. This task identifies the organizations that are likely affected by a problem that a project must solve
- D. This task identifies the people who may be affected by a proposed initiative or who share a common business need

**Answer: B**

#### NEW QUESTION 40

- (Topic 1)

You are the business analyst for your organization. Gary and Janet, two key stakeholders in the project, are in disagreement over a requirement for the type of software to be installed on the server your solution calls for. What must happen in this instance before formal approval can be offered?

- A. The conflict will need to be resolved through research, resolution, or through a third-party mediation.
- B. Gary and Janet will need to determine who has seniority in the company to determine which requirement takes precedence.
- C. The conflict will need to be removed from the solution scope until Gary and Janet come to a solution.
- D. The business analyst will need to make a decision on which requirement is most appropriate.

**Answer: A**

#### NEW QUESTION 45

- (Topic 1)

You are creating the solution scope for an identified problem in your organization. You are working with several stakeholders during this process including the domain subject matter expert, the implementation subject matter expert, the project manager, and the sponsor. Which of these stakeholders will be responsible for writing the project scope?

- A. Domain subject matter expert
- B. Business analyst
- C. Project manager
- D. Sponsor

**Answer: C**

#### NEW QUESTION 47

- (Topic 1)

You are completing enterprise analysis. Management has asked you to create a document that will help them create a go/no go decision to invest and move forward with a proposed project. What document does management want you to create?

- A. Feasibility study
- B. Project scope
- C. Solution scope
- D. Business case

**Answer: D**

#### NEW QUESTION 52

- (Topic 1)

You are preparing a business case for your organization to determine the justification of the costs of the solution in relation to benefits the solutions will bring the organization. You need four inputs to complete this process. Which one of the following is not an input that will help you write the business case?

- A. Feasibility study
- B. Stakeholder concerns
- C. Assumptions and constraints
- D. Business need

**Answer: A**

#### NEW QUESTION 53

- (Topic 1)

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

- A. 2080
- B. 4160
- C. 4225
- D. 65

**Answer: A**

#### NEW QUESTION 56

- (Topic 1)

You are the business analyst for your organization. Management realizes that a proposed solution has risks that may cause the entire project to fail. They would like you to prioritize the requirements with maximum risks first so that if the project fails, there is little loss of capital in the project implementation. What requirements prioritization approach is management asking you to create in this instance?

- A. Implementation difficulty
- B. Business or technical risk

- C. Likelihood of success
- D. Relationship to other requirements

**Answer: B**

#### NEW QUESTION 58

- (Topic 1)

When is stakeholder analysis performed?

- A. As soon as the project charter is create
- B. As soon as the project sponsor is name
- C. As soon as a business need is identifie
- D. As soon as a business solution is identifie

**Answer: C**

#### NEW QUESTION 61

- (Topic 1)

What part of defining the business needs process will evaluate the ends that the organization is seeking to achieve?

- A. Business goals and objectives
- B. Alternative identification
- C. Solution assessment
- D. Requirements

**Answer: A**

#### NEW QUESTION 66

- (Topic 1)

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service. What type of requirements elicitation activity is this?

- A. Stakeholder analysis
- B. Focus groups
- C. Workshop
- D. Root cause analysis

**Answer: B**

#### NEW QUESTION 70

- (Topic 1)

Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT analysis mean?

- A. Strengths, Weaknesses, Opportunities, Time
- B. Stakeholder Weaknesses, Organizational Threats
- C. Stakeholders Weaknesses, Organization, Threats
- D. Strengths, Weaknesses, Opportunities, Threats

**Answer: D**

#### NEW QUESTION 75

- (Topic 1)

Your organization uses the MoSCoW approach to requirements prioritization. What does MoSCoW mean?

- A. Must, Should, Could, Would
- B. Must, Should, Could, Won't
- C. Mission, Schedule, Cost, Willingness
- D. Must not, Should not, Could not, Will not

**Answer: B**

#### NEW QUESTION 78

- (Topic 1)

Nancy has asked you to trace a particular requirement for her. What does 'to trace a requirement' mean? A. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

- A. Tracing a requirement means to look at a requirement and the others to which it is relate
- B. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution component
- C. Tracing a requirement means to look at a requirement and the others to which it is relate
- D. It links business requirements to components in the project's work breakdown structur
- E. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

**Answer: B**

#### NEW QUESTION 82

- (Topic 1)

What type of a business analysis approach focuses on the rapid delivery of business value in short iterations?

- A. Risk-driven
- B. Change-driven
- C. Risk-laden
- D. Profit-driven

**Answer: B**

#### NEW QUESTION 85

- (Topic 1)

Gary is the business analyst for his organization and he is preparing a presentation about the requirements for a large software development project. Before Gary makes the presentation what should he do as part of his preparation for the presentation? A. Determine an appropriate format for the presentation.

- A. Confirm that he has the authority to host the presentatio
- B. Confirm that the stakeholders have signed off on the requirement
- C. Hire a scribe to keep the minutes of the meetin

**Answer: A**

#### NEW QUESTION 90

- (Topic 1)

You are the business analyst for your organization and working with Tim to identify the assumptions within the business solution. Which one of the following is an assumption?

- A. The vendor believes the hardware should arrive by December 1
- B. The software must be compatible with Windows Vista
- C. The software must cost less than \$99 per license
- D. The hardware must costs less than \$450 per uni

**Answer: A**

#### NEW QUESTION 92

- (Topic 1)

When an organization is using a change-driven approach to business analysis, how are communications managed?

- A. Communications in a change-driven approach to business analysis focus more on the frequency of communicatio
- B. Communications in a change-driven approach typically use face-to-face channel
- C. Communications in a change-driven approach focus more on formal communication
- D. Communications in a change-driven approach are all ad ho

**Answer: A**

#### NEW QUESTION 94

- (Topic 1)

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

- A. A methodology is a formalized and repeatable business analysis approac
- B. A methodology is a short term endeavor to create a unique product or servic
- C. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domai
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirement

**Answer: A**

#### NEW QUESTION 95

- (Topic 1)

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management. Which one of the following should Rachel not include in her business case?

- A. Time to break even
- B. Opportunities to prioritize requirements
- C. Follow-on opportunities
- D. Qualitative and quantitative benefits

**Answer: B**

#### NEW QUESTION 100

- (Topic 1)

Ned is the business analyst for the NHQ Company. He is working with Stan on completing the requirements prioritization of all the identified requirements. Why would Stan and Ned complete requirements prioritization?

- A. To determine which requirements should be completed first
- B. To determine which requirements should not be completed at all
- C. To determine which requirements carry the most risk

D. To determine who created what requirement based on their position in the organization

**Answer:** A

**NEW QUESTION 103**

- (Topic 1)

What business analysis process ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

- A. Identify constraints and assumptions
- B. Validate requirements
- C. Verify requirements
- D. Specify and model requirements

**Answer:** C

**NEW QUESTION 107**

- (Topic 2)

You are completing the requirements for vendor selection and need to create a procurement form that will ask the vendor to provide only a price for commercial-off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

- A. Request for proposal
- B. Purchase order
- C. Request for information
- D. Request for quote

**Answer:** D

**NEW QUESTION 109**

- (Topic 2)

Which of the following is the best definition of the business rules analysis?

- A. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policies
- B. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholder
- C. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policies
- D. To define the historical information that is available for the business analyst to rely on for his research

**Answer:** C

**NEW QUESTION 114**

- (Topic 2)

What does the T in SWOT analysis mean?

- A. Trial
- B. Time
- C. Test
- D. Threats

**Answer:** D

**NEW QUESTION 118**

- (Topic 2)

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

- A. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain
- B. A methodology is a short term endeavor to create a unique product or service
- C. A methodology is a formalized and repeatable business analysis approach
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements

**Answer:** C

**NEW QUESTION 120**

- (Topic 2)

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

- A. Determine solution approach
- B. Define business need
- C. Assess capability gaps
- D. Solution performance assessment

**Answer:** D

**NEW QUESTION 123**

- (Topic 2)

You have completed the requirements documentation and the stakeholders have signed off on the requirements. Now the requirements are advancing into a project as your organization has chartered a project based on the identified requirements. What stakeholder is now responsible for assessing the solution scope to determine the project scope?

- A. Project sponsor
- B. Project manager
- C. Business analyst
- D. Key stakeholders

**Answer: B**

#### NEW QUESTION 125

- (Topic 2)

You are the business analyst for THY Organization and you have gathered the requirements. You have presented the requirements to the stakeholders and they have approved your requirements. You are now working with Francie on recording the dependencies and relationships for each of the requirements. Why would you want to record the dependencies and relationships for the requirements?

- A. To help determine the sequence in which requirements are to be addressed
- B. To help determine which requirements carry the most risk
- C. To help determine the total cost for the solution to be implemented
- D. To help determine the total time for the solution to be implemented

**Answer: A**

#### NEW QUESTION 126

- (Topic 2)

You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement. What type of a factor does the 60 day implementation represent?

- A. Technical constraint
- B. Schedule constraint
- C. Business constraint
- D. Assumption

**Answer: C**

#### NEW QUESTION 131

- (Topic 2)

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation. What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

- A. The requirements must reflect actual business requirements, not a description of the solution
- B. The requirements must contain no or little risk
- C. The requirements must reflect proposed solutions as part of alternative identification
- D. The requirements must be compatible with the refinement of the business goals and objectives

**Answer: A**

#### NEW QUESTION 136

- (Topic 2)

You are the business analyst for a large project in your organization. You are working with Ben to create requirements packages to present to the stakeholders, the business analyst team, and to the project manager. Ben wants to know why you're creating requirements packages. What's the primary goal of developing a requirements package?

- A. To convey the cost, schedule, and risk information clearly
- B. To convey information clearly and in an understandable fashion
- C. To present the requirements in packages that are easy for the project team to accomplish in their project execution
- D. To help the project manager create the work breakdown structure

**Answer: B**

#### NEW QUESTION 141

- (Topic 2)

All of the following are techniques that can be used to specify or model requirements except for which one?

- A. Organization modeling
- B. Data modeling
- C. Work breakdown structure creation
- D. State diagrams

**Answer: C**

#### NEW QUESTION 142

- (Topic 2)

Management comes to you and asks you to complete some specifications and models about the current state of the organization. Management wants you to complete this

business analysis activity as soon as possible and report back to them with your findings.

What is the primary purpose of the specify and model requirements process?

- A. To analyze the processes of an organization to determine what processes can be improved, removed, or added
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities
- C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved
- D. To analyze the functioning of an organization and to provide an insight into opportunities for improvement

**Answer: D**

#### NEW QUESTION 144

- (Topic 2)

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

- A. 2080
- B. 4160
- C. 65
- D. 4225

**Answer: A**

#### NEW QUESTION 148

- (Topic 2)

You are the business analyst for your organization and are working with Sally, a project manager, for your organization. You and Sally are determining the cost of the labor, materials, equipment, and facilities in order to achieve the different solutions that have been proposed for an identified problem. What is this process called?

- A. Cost budgeting
- B. Expert judgment
- C. Rough order of magnitude cost estimating
- D. Scoping the project costs

**Answer: C**

#### NEW QUESTION 152

- (Topic 2)

You are the business analyst for your organization. For the past several months you have been completing the business analysis duties for the solution stakeholders. You now have, you believe, the solution requirements identified and documented. What must you now do with the requirements before proceeding?

- A. Make certain the stakeholders can pay for the solution and have them sign off on the requirement
- B. Present the solution to the project manager for his input
- C. Get all of the stakeholders to sign off on the requirement
- D. Make certain the stakeholders understand the requirements before they approve the requirements you've gathered

**Answer: D**

#### NEW QUESTION 154

- (Topic 2)

Martha is observing Sarah complete several complex steps as part of her business analysis requirements elicitation process. In this instance Martha working alongside Sarah is actually helping Sarah complete the work so that Martha can understand all of the steps Sarah must complete. What type of requirements elicitation technique is Martha using?

- A. Progressive elaboration
- B. Shadowing
- C. Cross training requirements elicitation
- D. Active observation

**Answer: D**

#### NEW QUESTION 158

- (Topic 2)

You are the business analyst for your organization and are working on prioritizing requirements. What plan should guide you through this process?

- A. Risk management plan
- B. Project management plan
- C. Requirements management plan
- D. Scope management plan

**Answer: C**

#### NEW QUESTION 163

- (Topic 2)

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

- A. Requirements management plan
- B. Scope management plan
- C. Change management plan
- D. Project management plan

**Answer:** A

#### NEW QUESTION 166

- (Topic 2)

Which one of the following statements best describes requirements prioritization?

- A. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholder
- B. It is only used with the change-driven approach to business analysis
- C. It is only used with the plan-driven approach to business analysis
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope

**Answer:** D

#### NEW QUESTION 171

- (Topic 2)

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution. Which of the following requirements elicitation activities would best satisfy these requirements?

- A. Benchmarking
- B. Brainstorming
- C. Data flow diagrams
- D. Business rules analysis

**Answer:** B

#### NEW QUESTION 174

- (Topic 2)

Yolanda is the web designer for your company and you are the business analyst. You are working with Yolanda on a new website that your company will host. You'd like for her to create a mock-up of the website without spending much time on the actual workings behind the web interface. You'd like for her to show the customer how the website will look, some idea of the functionality of the website, and some basic graphics and colors so the customer can see the direction of the project.

What type of prototype are you asking Yolanda to create?

- A. Mock-up prototype
- B. Vertical prototype
- C. Storyboard prototype
- D. Horizontal prototype

**Answer:** D

#### NEW QUESTION 175

- (Topic 2)

The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

- A. Application of new ideas to resolve existing problems
- B. Generation of a pre-determined number of new ideas for a business solution
- C. Willingness of stakeholders to accept new approaches
- D. The successful generation and productive consideration of new ideas

**Answer:** B

#### NEW QUESTION 176

- (Topic 2)

Paul is the business analyst for his organization. He is examining a single solution to determine if the solution he and his team have identified carries enough business value to justify its implementation. What business analysis process is Paul performing in this scenario?

- A. Assess organizational readiness
- B. Define transition requirements
- C. Allocate requirements
- D. Assess proposed solution

**Answer:** D

#### NEW QUESTION 181

- (Topic 2)

You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders. What plan does management want you to create?

- A. Business Analysis Plan
- B. Business Analysis Communications Plan

- C. Communications management plan
- D. Stakeholder Management Plan

**Answer: B**

**NEW QUESTION 182**

- (Topic 2)

What type of requirements elicitation technique is the Delphi Technique?

- A. Survey
- B. Workshop
- C. Round table
- D. Prototyping

**Answer: A**

**NEW QUESTION 187**

- (Topic 2)

You are the business analyst for your organization and need a method to requirements elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's feelings and thoughts to identify what the majority of this group needs and wants in a new solution your organization may create. What requirements elicitation technique can be used in this scenario?

- A. Interviews
- B. Trend analysis
- C. Focus groups
- D. Surveys

**Answer: D**

**NEW QUESTION 190**

- (Topic 2)

Holly is the business analyst for her organization. Holly encourages teamwork and open communications among the business analysis team and the stakeholders. She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope, and other concerns about the solution she's working on. Holly definitely prefers informal communications. What is the danger Holly may experience with informal communications?

- A. There is no danger; informal communications is a preferred business analysis technique
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly
- C. Stakeholders may miss information and the requirements could become ambiguous
- D. The stakeholders may not know who's in charge of the solution

**Answer: C**

**NEW QUESTION 195**

- (Topic 2)

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring. Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

- A. Plan-driven approaches determine how priorities will be diagnosed for the project solution
- B. Plan-driven approaches encourage changes that prevent errors and omission
- C. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process
- D. Plan-driven approaches typically call for a significant amount of formality and detail

**Answer: D**

**NEW QUESTION 199**

- (Topic 2)

Martha is observing Gary complete several activities as part of her requirements elicitation process. Martha is simply observing the steps Gary takes to complete his work and she is taking notes. In this instance Martha does not ask Gary any questions. What type of observation technique is Martha completing?

- A. Shadowing
- B. Active
- C. Passive
- D. Usage consideration

**Answer: C**

**NEW QUESTION 203**

- (Topic 3)

As a milestone is reached, the project is funded for enough capital to reach the next milestone. This approach is called \_\_\_\_\_.

- A. Step funding
- B. Phase funding
- C. Stakeholders funding
- D. Milestone funding

**Answer: A**

**NEW QUESTION 206**

- (Topic 3)

Which of the following inputs of Monitor and Control Risks acquires information from performance measurements and evaluates it to provide variance analysis and forecasting?

- A. Risk register
- B. Work performance information
- C. Performance report
- D. Project management plan

**Answer: C**

**NEW QUESTION 211**

- (Topic 3)

All of the following are examples of transference risk response except for which one?

- A. Warranties
- B. Performance bonds
- C. Life cycle costing
- D. Use of insurance

**Answer: C**

**NEW QUESTION 216**

- (Topic 3)

Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

- A. Project time management
- B. Project scope management
- C. Quality management plan
- D. Quality control

**Answer: D**

**NEW QUESTION 219**

- (Topic 3)

Which of the following is a visual decomposition of the project scope?

- A. Budgeted Cost of Work Scheduled (BCWS)
- B. Resource Breakdown Structure (RBS)
- C. product breakdown structure (PBS)
- D. Work Breakdown Structure (WBS)

**Answer: D**

**NEW QUESTION 224**

- (Topic 3)

Which of the following diagrams is known as Ishikawa diagram?

- A. Activity
- B. Data-flow
- C. Cost-Benefit
- D. Cause-and Effect

**Answer: D**

**NEW QUESTION 225**

- (Topic 3)

Which of the following is a narrative description of the work required for the project?

- A. Contract work breakdown structure (CWBS)
- B. Work breakdown structure (WBS)
- C. Contract statement of work (CSOW)
- D. Statement of work (SOW)

**Answer: D**

**NEW QUESTION 227**

- (Topic 3)

Which of the following is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope?

- A. Resource breakdown structure (RBS)
- B. product breakdown structure (PBS)
- C. Budgeted Cost of Work Scheduled (BCWS)
- D. Work Breakdown Structure (WBS)

**Answer:** A

**NEW QUESTION 230**

- (Topic 3)

Which of the following is concerned with determining whether the information used for risk analysis is probable, of high class, or accurate?

- A. Risk Urgency Assessment
- B. Risk Probability and Impact Assessment
- C. Risk Categorization
- D. Risk Data Quality Assessment

**Answer:** D

**NEW QUESTION 234**

- (Topic 3)

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model
- C. Spiral model
- D. Waterfall model

**Answer:** D

**NEW QUESTION 238**

- (Topic 3)

Which of the following compares two or more systems, states, services, products, or things to determine the best viable choice?

- A. Benchmarking
- B. Risk Identification
- C. Risk analysis
- D. Cost-benefit analysis

**Answer:** A

**NEW QUESTION 240**

- (Topic 3)

Which of the following roles approves the project scope statement, phase gate reviews, solution validations, scope changes, and project success criteria?

- A. Project manager
- B. Subject matter expert
- C. Solution owner
- D. Stakeholder

**Answer:** C

**NEW QUESTION 243**

- (Topic 3)

Which of the following component of the communication model is responsible for transferring the message between two or more entities?

- A. Sender
- B. Medium
- C. Decoder
- D. Receiver

**Answer:** B

**NEW QUESTION 246**

- (Topic 3)

Which of the following processes measures the maturity level of the security program?

- A. Risk analysis
- B. Risk mitigation
- C. Risk assessment
- D. GAP analysis

**Answer:** D

**NEW QUESTION 248**

- (Topic 3)

When does the lessons learned document is updated?

- A. At planning phase.
- B. At execution phase.

- C. At closing phase.
- D. Throughout the project lifecycle.

**Answer:** D

**NEW QUESTION 252**

- (Topic 3)

Which of the following charts is important to ensure that the roles and responsibilities of those involved in a task are tracked?

- A. Pie chart
- B. Line chart
- C. RACI chart
- D. Gantt chart

**Answer:** C

**NEW QUESTION 256**

- (Topic 3)

Which of the following processes is used by organizations to set the risk tolerance, identify the potential risks, and prioritize the tolerance for risk?

- A. Risk communication
- B. Risk identification
- C. Risk analysis
- D. Risk management

**Answer:** D

**NEW QUESTION 260**

- (Topic 3)

Which of the following represents the duration of activities against a calendar?

- A. Scatter chart
- B. Gantt chart
- C. Pie chart
- D. Pareto chart

**Answer:** B

**NEW QUESTION 262**

- (Topic 3)

What portion of the communications model could be defined as the translator?

- A. Receiver
- B. Medium
- C. Translator
- D. Sender

**Answer:** B

**NEW QUESTION 265**

- (Topic 3)

Which of the following is described in the statement below?

"It shows the history and pattern of variation. It is a line graph that shows data points plotted in the order in which they occur. They show trends in a process over time, variation over time, or declines or improvements in a process over time. Trend analysis is performed using them."

- A. Cause and effect diagram
- B. Histogram
- C. Run chart
- D. Pareto chart

**Answer:** C

**NEW QUESTION 267**

- (Topic 3)

Which of the following authorizes the project to exist within the organization?

- A. Project charter
- B. Project network diagram
- C. Project integration management
- D. Project boundaries

**Answer:** A

**NEW QUESTION 269**

- (Topic 3)

Which of the following is the comparison of planned project results with actual project results?

- A. Variance analysis
- B. Cost-benefit analysis
- C. Statistical Sampling
- D. Trend analysis

**Answer: A**

**NEW QUESTION 271**

- (Topic 3)

Which of the following techniques involves attempting to make and numerically determine the probability of various adverse events and measuring the likely extent of the losses?

- A. Risk analysis
- B. Qualitative risk analysis
- C. Risk assessment
- D. Quantitative risk analysis

**Answer: D**

**NEW QUESTION 273**

- (Topic 3)

As a program manager, you decided to overlap two phases of your program. Which of the following terms best describe your act?

- A. Lead time
- B. Rolling
- C. Fast tracking
- D. Crashing

**Answer: C**

**NEW QUESTION 278**

- (Topic 3)

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

- A. Failure mode and effects criticality analysis
- B. HAZOP technique
- C. Failure mode and effects analysis
- D. Preliminary Risk Analysis

**Answer: D**

**NEW QUESTION 283**

- (Topic 3)

Which of the following terms is used to describe a major deliverable or key even in the project used to measure project progress?

- A. Project life cycle
- B. Phase
- C. Achievement
- D. Milestone

**Answer: D**

**NEW QUESTION 286**

- (Topic 3)

\_\_\_\_\_ are timeless events that show progress in the project. These are typically achieved at the end of phase in the project lifecycle.

- A. Achievements
- B. Millstones
- C. Phases
- D. Templates

**Answer: B**

**NEW QUESTION 290**

- (Topic 3)

Which of the following is the formal acceptance of the project?

- A. A project review
- B. A sign-off
- C. Risk assessment
- D. Inspection trend analysis

**Answer: B**

**NEW QUESTION 293**

- (Topic 3)

Which of the following is NOT a component of an entity relationship diagram?

- A. Attributes
- B. Relationships
- C. Forks
- D. Entities

**Answer: C**

**NEW QUESTION 298**

- (Topic 3)

Which of the following is a graphical representation of roles and responsibilities of different project team members?

- A. RACI chart
- B. Pareto chart
- C. Resource histogram chart
- D. Organization chart

**Answer: A**

**NEW QUESTION 299**

- (Topic 3)

Which of the following phases is the first step towards creating a business continuity plan?

- A. Business Continuity Plan Development
- B. Scope and Plan Initiation
- C. Business Impact Assessment
- D. Plan Approval and Implementation

**Answer: B**

**NEW QUESTION 304**

- (Topic 3)

In risk analysis, which of the following can be identified as a consequence of a disaster?

- A. Loss of operating capability
- B. Loss of goodwill
- C. Loss of competitive edge
- D. Loss of stockholder confidence

**Answer: A**

**NEW QUESTION 306**

- (Topic 3)

Which of the following communicates from the program-level perspective - a clear understanding and statement of the technical objectives and the end products, services, or results of the work to be performed?

- A. Scope statement
- B. Preliminary scope statement
- C. Program work breakdown structure
- D. Program charter

**Answer: C**

**NEW QUESTION 308**

- (Topic 3)

Which of the following diagrams is used to display sensitivity analysis data?

- A. Decision tree
- B. Ishikawa
- C. Influence
- D. Tornado

**Answer: D**

**NEW QUESTION 312**

- (Topic 3)

All of the following stakeholders participate in the prioritization of requirements except for which one?

- A. Project manager
- B. Implementation subject matter expert
- C. Domain subject matter expert
- D. Project team

**Answer:**

D

**NEW QUESTION 315**

- (Topic 3)

Which of the following is mandatory in most software development projects?

- A. Communication Management plan
- B. Disaster recovery plan
- C. Test plan
- D. Procurement plan

**Answer: C****NEW QUESTION 320**

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